Washington State
Liquor Control Board

Employment
&
Recruitment

Training
&
Development

October
2008

Risk
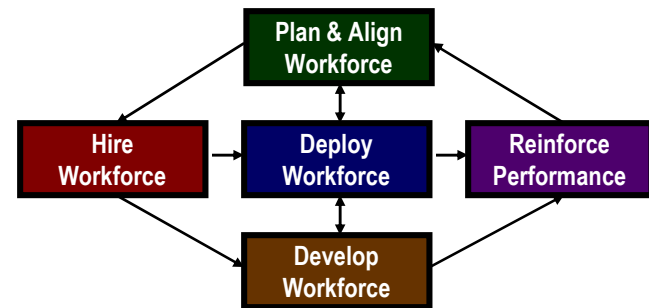Management

Labor
Relations

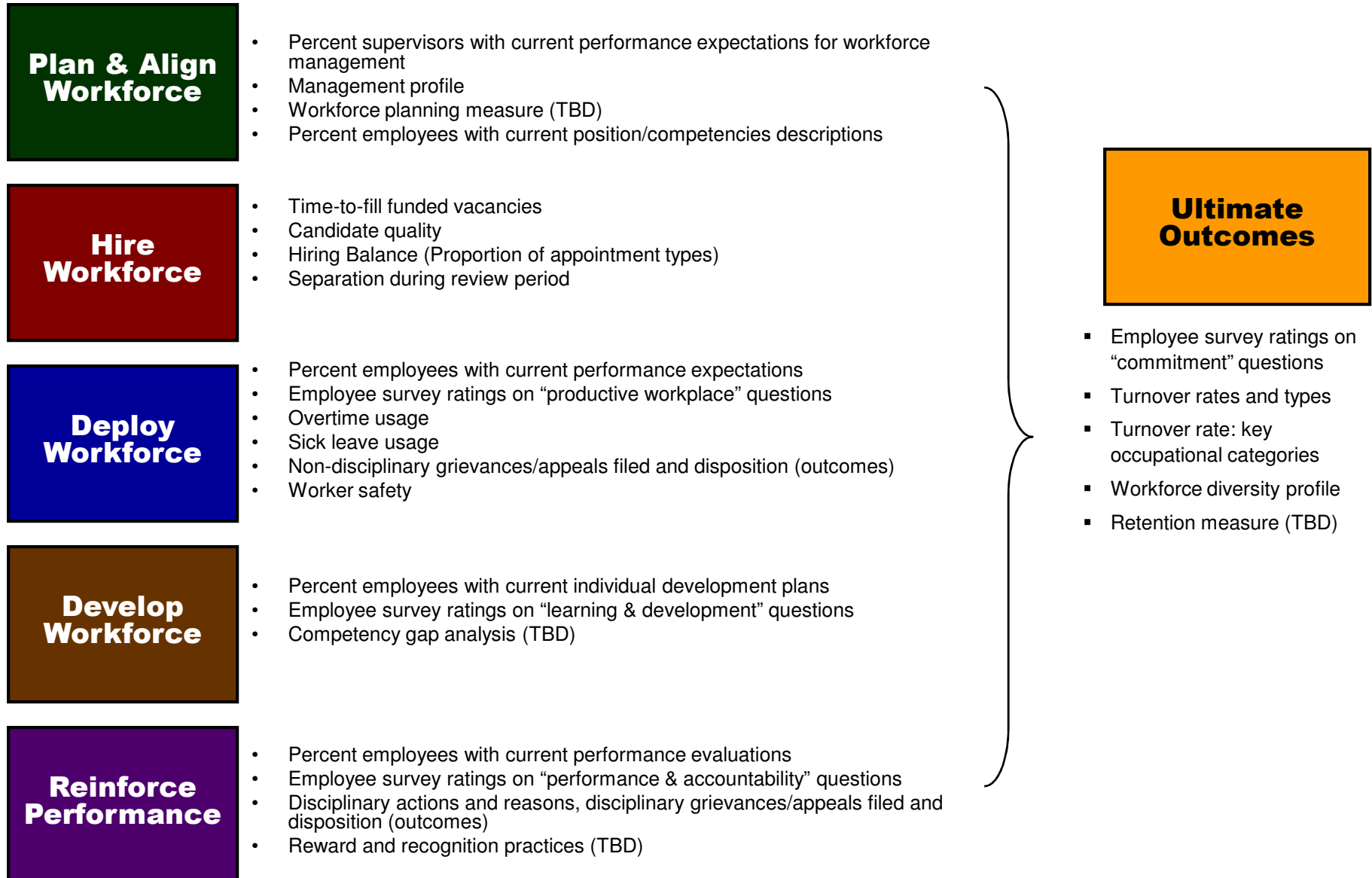# Human Resource Management Report

Plan & Align Workforce

Hire Workforce

Deploy Workforce

Reinforce Performance

Develop Workforce

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**
Deploy Workforce	Work assignments & requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce
- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
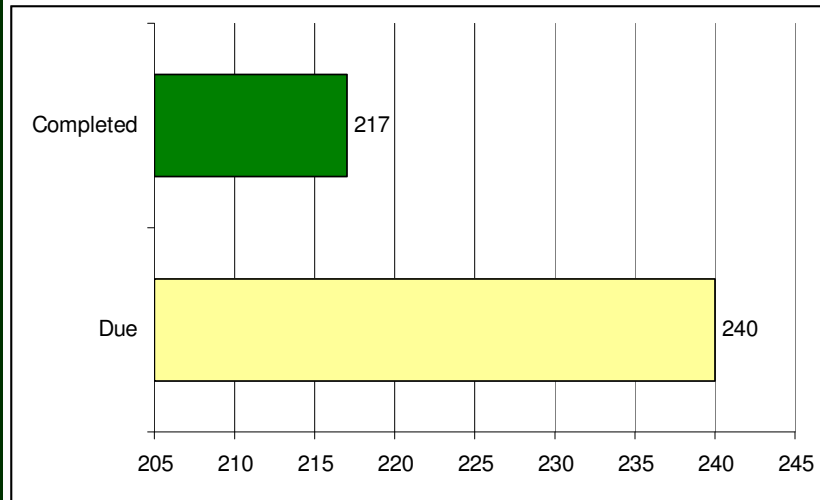- Percent employees with current position/competencies descriptions

Hire Workforce
- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce
- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce
- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance
- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes
- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Agency Priority: HIGH

Percent supervisors with current performance expectations *for workforce management* = 90%*

*Based on **217** of **240** reported number of supervisors

Analysis:

- Larger divisions such as Retail still have difficulty in completing PDPs/Expectations in a timely fashion. Retail accounts for approx. 84% of the Agency.

- Percentage dropped over FY07 however, LCB increased Supervisory representation from 181 to 240, or a 24% increase. This may be a result of including Retail Managers in this category.

- All completed PDP's include employee expectations, strategic mission and workforce goals of the agency.

Action Steps:

- Continue to monitor PDP completion rate through internal tracking process and ensure Expectations are reflected.

- Alert Business Enterprise (which includes Retail, Purchasing and DC) and other divisions when Past Due status occurs. Request Division Action Plan with support of Agency Admin. Director.

- Continue to research software to automate PDP process. Currently benchmarking with CTED and other agencies.

- Provide ongoing training in the development, use and requirements of PDPs.

Data as of 06/2008
Source: LCB Internal Tracking Spreadsheet

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Management Profile

Agency Priority: HIGH

Washington Management Service (WMS) Employees Headcount = 46

Percent of agency workforce that is WMS = 3.2%

Managers* Headcount = 51

Percent of agency workforce that is Managers* = 3.5%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend
Data Time Period: 07/07 through 06/08

Month	# WMS Employees
Jul-07	43
Aug-07	43
Sep-07	42
Oct-07	44
Nov-07	44
Dec-07	44
Jan-08	44
Feb-08	45
Mar-08	47
Apr-08	46
May-08	46
Jun-08	45
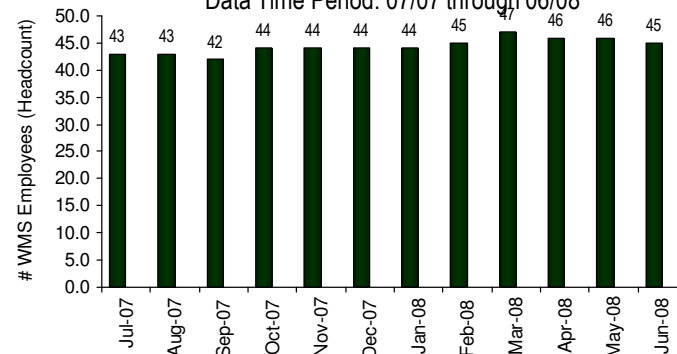
[Use of this chart is optional]

Washington Management Service By Divison

Division	# WMS Employees (Headcount)
Board	5
HR	1
Admin Svcs	7
Admin Svcs/Audit	1
Admin Svcs/DC	1
Retail Admin	5
Retail Mgrs	12
DC	1
Purchasing	2
Licensing	2
Enf Admin	2
Enf Olympia	1
Enf Seattle	1
Enf Everett	1
Enf Spokane	1
Enf Alcoh Aware	2
ITS HQ	1

WMS Management Type

Type	Count	Percent
Management	37	82%
Consultant	3	7%
Policy	4	9%
Not Assigned	1	2%
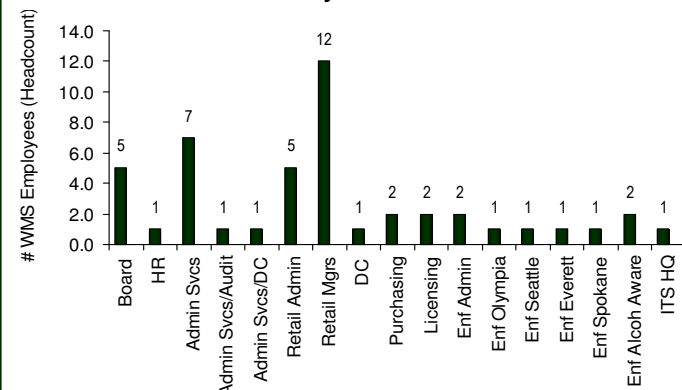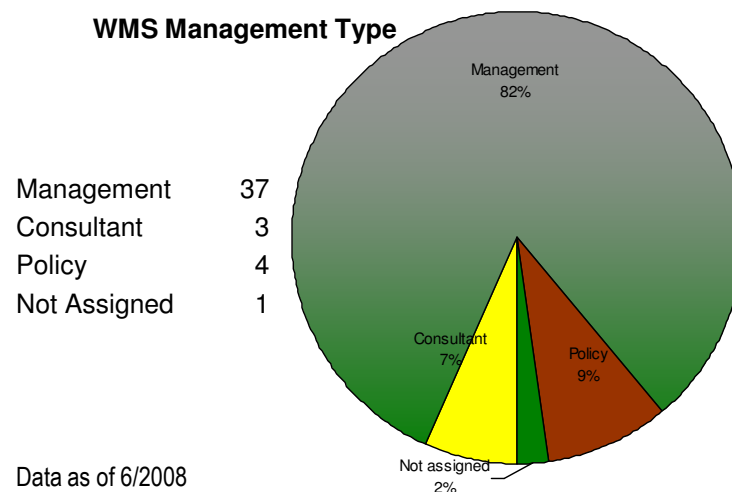
Data as of 6/2008
Source: HRMS/BI

Analysis:

- The agency is currently below its WMS percentage goal of 3.4% by .2%

- Retail hired three new WMS employees in **October '07.** Those were the only new WMS hires during the fiscal year.

Action Steps:

- The agency will continue to control our mid-management WMS positions to stay within the designated 3.4%.

- Agency continues to utilize JVAC to review and monitor divisional activity.

Plan & Align Workforce

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Agency Priority: HIGH

Percent employees with current position/competency descriptions = 91%*

*Based on 1000 of 1094 reported employee count
 Applies to employees in permanent positions, both WMS & GS

Analysis:

- Percentage has dropped since the last report due to position file audit. Audit scheduled for **9/2008** results pending.

- Agency core competencies are incorporated into PDFs as new positions are updated; analysis reflects that 9% of descriptions are missing due to not being updated in this reporting cycle.

- CORE competencies have been aligned to support overall mission of Agency and has been reflected in Comp. Descriptions, Division Plans and other correspondence.

Action Steps:

- Conduct quarterly audits of all Position/Comp Descriptions to ensure 100% compliance. **Goal: April 2009.**

- HR Employment and Recruiting to require and utilize updated position description forms on all recruitments.

- Create periodic PDP review process to ensure that competencies are utilized in the PDP process to identify expectations. Est. implementation: **January 2009.**

- PDF receipt will continue to be entered into HRMS to increase tracking quality. HRMS Supervisor to randomly inspect quality.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period.

Attracting the right people for the right job at the right time!

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: MEDIUM

Time-to-fill Funded Vacancies

Average number of days to fill*:	49
Number of vacancies filled:	450

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: HIGH

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

NOT AVAILABLE AT THE TIME OF THIS REPORT PER DOP

Analysis:

- Reduced Time to fill by 12% over FY 07
- LCB had two recruitments that were closed and reopened due to lack of available quality candidates
- 15 out of 450 recruitments (3%) took over 100 days to fill:
  - HQ/DC – 111 Hires avg. 61 days to fill
  - Retail Stores – 290 Hires avg. 26.5 days to fill
  - Enforcement – 49 Hires avg. 60 days to fill
- The Retail Div. had the most recruitments (290 or 64%) followed by Financial/IT Division (62 or 14%).

Note: Time to Hire and Candidate Quality reports from E-Recruiting (ER) will not be available for the October 2008 HR Management report.

Action Steps:

- **8/8/08** – HR, following a redesign process, implemented new hiring policy/process for the Retail Ops division (part of Bus. Enterprise). Metrics have been established and will be reported during April Mgmt. Report - **2009**
- Time To Hire (TTH): will continue to be tracked manually and E-recruiting is now providing Candidate Quality (CQ) Survey results. HR will continue to strategize and work at improving overall TTH and CQ with goals to reduce TTH by 15% by **2Qtr09**
- ER reported 168,493 job seekers in **July '07** and 307,778 in **July '08** for 54% increase in available candidates. HR to continue to mine potential candidates while focusing on driving potential applicants to ER
- HR to develop Quality of Hire (QOH) metrics and supportive initiatives for presentation to MTM by **2QTR09**
- HR to develop and maintain Cost of Hire model by **2Qtr09**
- HR to present diversity initiative to Management Team for release in **2009**
- HR developing Recruitment brand for release in **2009**
- HR to continue to ensure alignment with Agency's mission and culture

Data Time Period: 07/01/07 through 06/30/08
Source: LCB's internal recruitment tracking

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Types of Appointments

New Hires 59%
Promotions 19%
Transfers 18%
Other 3%
Exempt 1%
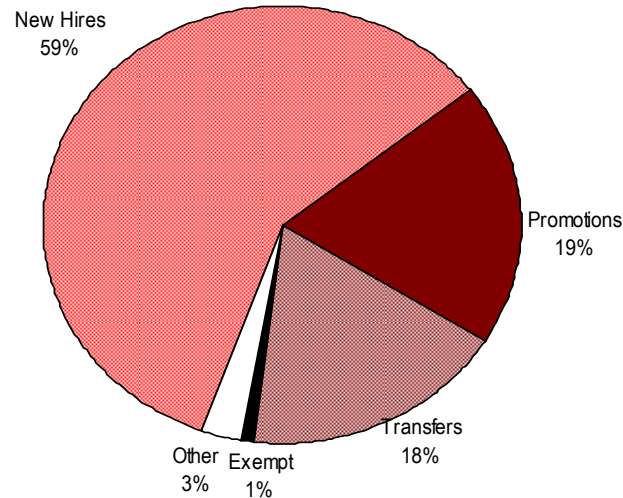
Total number of appointments = 237*

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: HIGH

Separation Analysis:

- Prob Seps (Voluntary) continues to lead causative factors
- Prob Seps (Vol and Invol) have increased 15% and 16% respectively.
- HRC's involved during probationary period to ensure success of managers/divisions.
- Trial Serv. Seps have decreased by 8%.

Separation Action Steps:

- Agency to measure separations through Exit Interview process as established and launched in **9/2008**. Measurements to be conducted and reported quarterly with results to MTM.
- Quality of Hires to be measured utilizing QOH model. Reporting to follow Sep. Reports.

Data Time Period: 07/07 through 06/08
Source: BI/HRMS

Appointment Analysis (Priority: HIGH):

- Agency's numbers reflect largest portion of appointments continues to be external hires. This has increased by 3% over FY07; Promotions and Transfer activity has decreased by 3% and 17% respectively.
- Appointments rose exponentially from 91 to 237 or 39%
- HR actively tracks probationary employees and communicates with managers prior to the end of the probationary period to ensure attention to productivity.

Appointment Action Steps:

- HR Strategic plan for 07 – 09 includes a Workforce/Succession plan scheduled for presentation to MTM in **1/2009. Workforce Planning project underway to support Agency (partnership with DOP)**
- Correlate data at division level between Recruitment team and HR Coordinators to identify trends and develop action plans in 2009.

Separation During Review Period		
Probationary separations - Voluntary		39
Retail stores	34	
Admins Svs/DC	2	
Purchasing	1	
Retail Admin	1	
Licensing	1	
Probationary separations - Involuntary		24
Retail stores	19	
Enforcement	2	
Distr Center	3	
Total Probationary Separations		*63*
Trial Service separations - Voluntary		5
Retail Stores	3	
Licensing	1	
IT	1	
Trial Service separations - Involuntary		0
Total Trial Service Separations		*5*
Total Separations During Review Period		**68**

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage
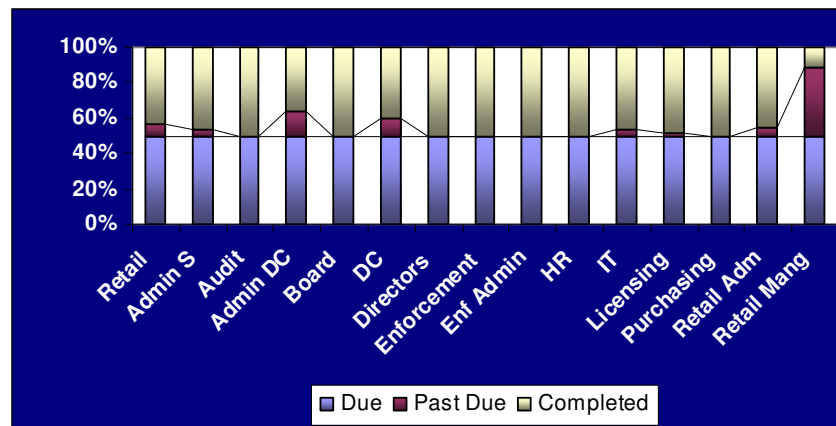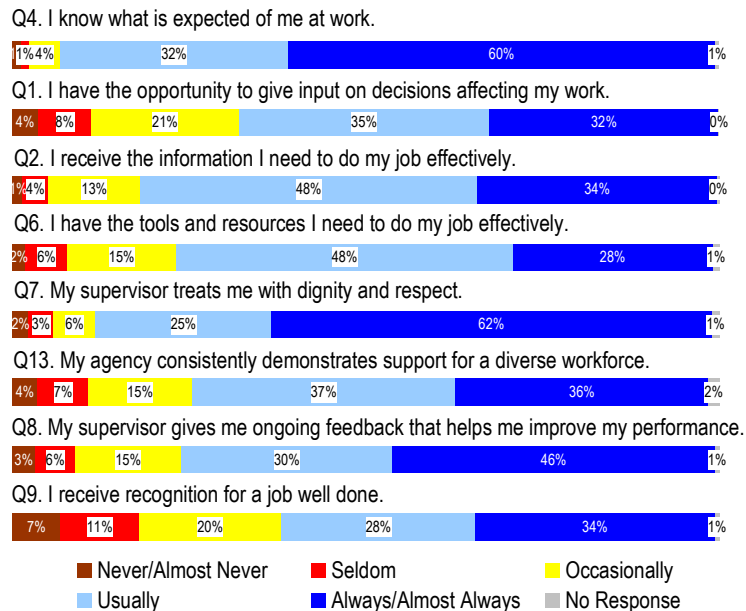
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: HIGH

Percent employees with current performance expectations = 88%

*Based on **858** of **970** reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Overall completion rate dropped 10% over FY07 following an internal audit. Current projection for FY08 shows similar completion rate to prior years as were tracking to 90%.

- New managers not certain as to connection between PDP and employee expectations. Training required.

- Business Enterprise (which consists of Retail, DC and Purchasing) reflects the largest "gap" with regards to completion rates.

Action Steps:

- Continue to monitor PDP completion rate through internal tracking process and ensure that expectations have been completed.
- Alert Divisions when Past Due status occurs. Request Division Action Plan with support of Agency Admin. Director.
- Continue to research software to automate PDP and Expectation process. Currently benchmarking with CTED and other agencies.
- Provide ongoing training in the development, use and requirements of PDPs.

Data as of 06/2008
Source: LCB Internal Tracking

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: HIGH

	Avg
Q4. I know what is expected of me at work.	
1% 4% / 32% / 60% / 1%	4.5
Q1. I have the opportunity to give input on decisions affecting my work.	
4% 8% 21% 35% 32% 0%	3.9
Q2. I receive the information I need to do my job effectively.	
1% 4% 13% 48% 34% 0%	4.1
Q6. I have the tools and resources I need to do my job effectively.	
2% 6% 15% 48% 28% 1%	4.0
Q7. My supervisor treats me with dignity and respect.	
2% 3% 6% 25% 62% 1%	4.4
Q13. My agency consistently demonstrates support for a diverse workforce.	
4% 7% 15% 37% 36% 2%	4.0
Q8. My supervisor gives me ongoing feedback that helps me improve my performance.	
3% 6% 15% 30% 46% 1%	4.1
Q9. I receive recognition for a job well done.	
7% 11% 20% 28% 34% 1%	3.7

■ Never/Almost Never ■ Seldom ■ Occasionally
■ Usually ■ Always/Almost Always ■ No Response

Overall average score for "Productive Workplace" ratings: **4.1**

Analysis:

- Agency increased overall ratings over prior reporting period.

- Agency showed significant improvement in all areas and ranked along side DOP for most overall improvement in Employee Survey results.

- Agency Adm. Director and MTM implemented Agency Culture program including conducting meetings Agency wide.

- MTM and Managers are actively encouraged to engage on a regular basis with their teams and actively seek input. This has been evident by employee input; productivity board increases, etc

Action Steps:

- MTM directed to include other MTM members in their staff meetings and retreats as a means of furthering education about LCB and M/V/V.

- Agency created and empowered Committees to address areas of improvement, including Employee Recognition.

- Divisions have been encouraged to create and implement Division-specific recognition programs.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Overtime Usage

Washington State Liquor Control Board

Average Overtime (per capita) *
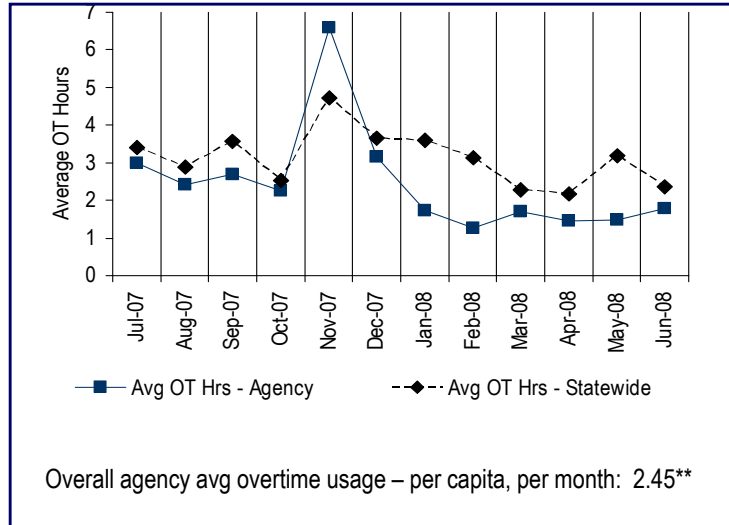
Overall agency avg overtime usage – per capita, per month: 2.45**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *
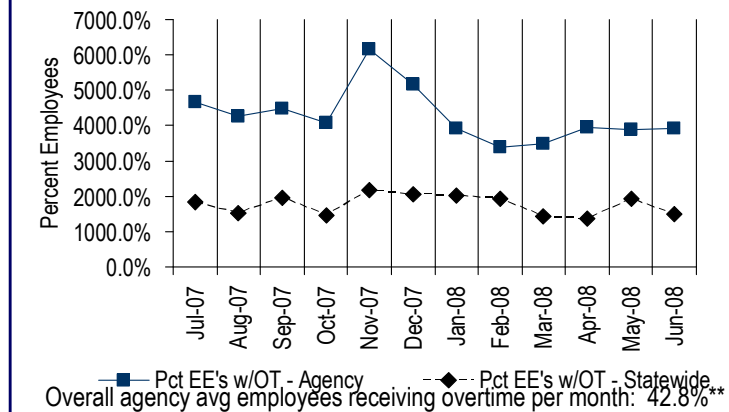
Overall agency avg employees receiving overtime per month: 42.8%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Overtime Cost - Agency

Month	Cost
Jun-08	$59,295
May-08	$45,423
Apr-08	$42,523
Mar-08	$53,559
Feb-08	$39,905
Jan-08	$52,480
Dec-07	$96,313
Nov-07	$183,067
Oct-07	$63,610
Sep-07	$85,739
Aug-07	$66,530
Jul-07	$94,386
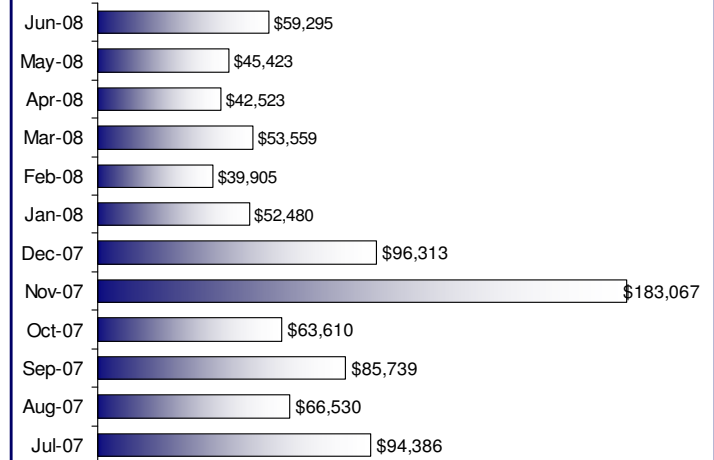
Overtime Cost - By Division

Division	Cost
Retail Stores	$490,741
Retail Mngs	$289
Retail Admin	$4,800
Licensing	$16,263
IT	$6,849
HR	$1,673
Enf	$118,159
DC	$222,992
Admin	$21,064
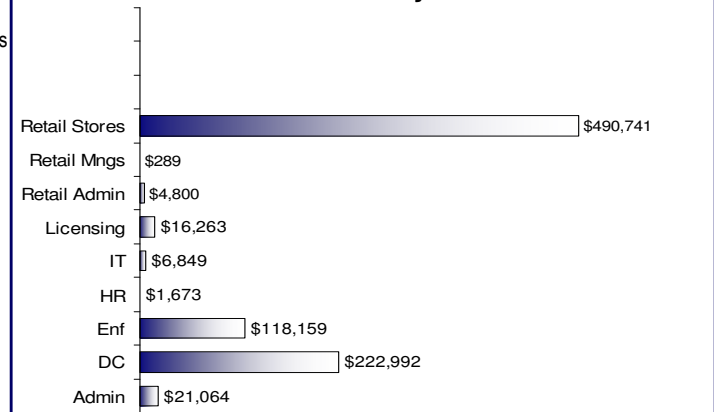
Analysis:

- Overtime peaks in November and December are due to a seasonal retail environment; Overtime for enforcement projects with local law enforcement is reimbursed by federal or state entities; Hiring process was modified and should reduce OT usage in Retail.

Action Steps:

- Analyze and report OT use to Divisions on a monthly basis. Recommend Action Plans to be developed to Agency Adm. Director to reduce or justify. ***Pending Approval***

Data Time Period:07/07 through 06/08
Source: BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage
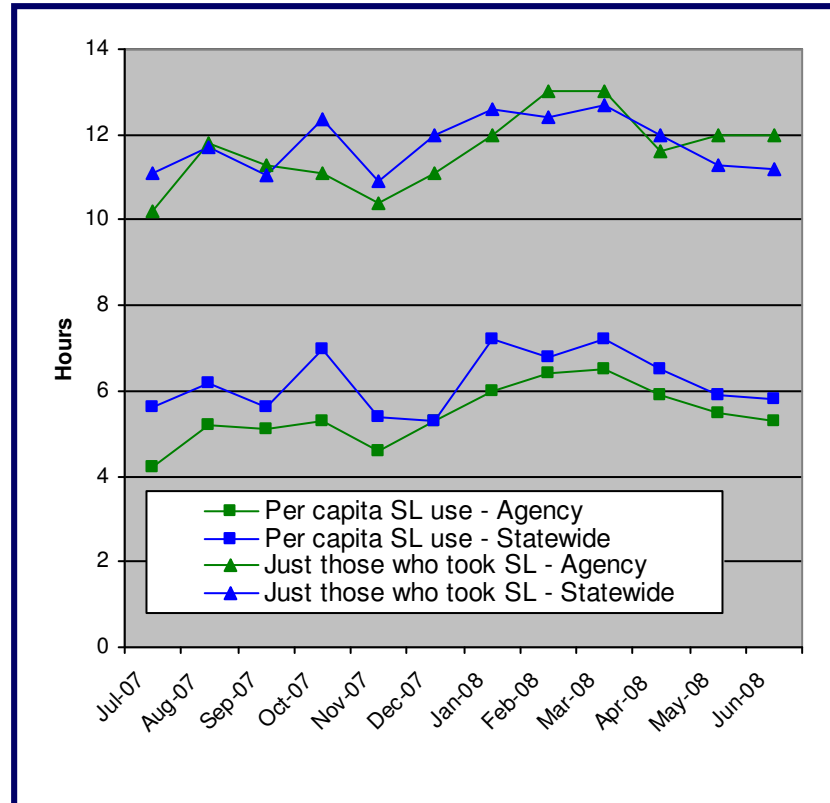
Analysis:

- Per Capita, LCB average sick leave usage is consistently below state average.

- About 50% of LCB employees are part-time, reducing earned sick leave and increasing % of earned sick leave used.

- LCB average leave usage for just those who took changed in last 2 quarters from less than the state average to slightly higher than state average. Analysis underway

Action Steps:

- HR to monitor monthly leave usage (reporting to affected divisions) and report to MTM with quarterly trend analysis. Action plans to be developed upon review.

- HR to partner with divisions to analyze causes and address individual and "pocketed" areas of concern.

- HRC4's to provide case-by-case assistance to managers regarding leave abuse issues.

Sick Leave Hrs Used / Earned (per capita) July 2007 through June 2008

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
5.4 Hrs	79%	6.2 Hrs	77.5%

Sick Leave Hrs Used / Earned (those who took SL) July 2007 through June 2008

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.6 Hrs	168%	11.8 Hrs	147.5%

* Statewide data does not include DOL, DOR, L&I, and LCB
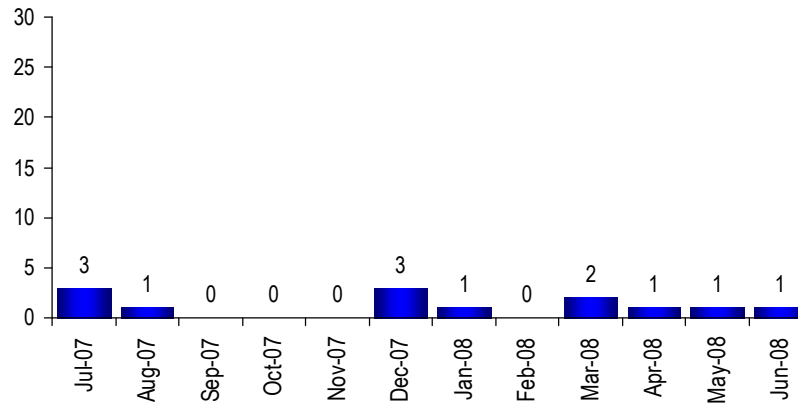Source: WSLCB internal data and DOP tracking

WSLCB1   delete from plan and add as accomplishment.
tcc, 3/12/2008

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: HIGH

Number of Non-Disciplinary Grievances Filed

Month	Value
Jul-07	3
Aug-07	1
Sep-07	0
Oct-07	0
Nov-07	0
Dec-07	3
Jan-08	1
Feb-08	0
Mar-08	2
Apr-08	1
May-08	1
Jun-08	1

Total Non-Disciplinary Grievances = 13

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- Settled   5   UFCW (3)   WPEA (2)
- Withdrawn   4   UFCW (3)   WPEA (1)
- Still Open   4   UFCW (2)   WPEA (2)

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Seniority	3
2. Terminations	2
3. Sick Leave	2
4. Miscellaneous	6

Analysis:

- During reporting period we experienced a decline in the number of grievances filed from 17 to 11. Decline due in part to better interpretation of master agreements.

- More collaboration with union leadership resulted in settlements of grievances at a lower level or withdrawal of grievances filed.

Action Steps:

- Largest division (Business Enterprise, consisting of Retail, DC and Purchasing) implemented weekly discipline and grievance case load meetings

- Implementing similar reporting mechanisms with other divisions in **2009**

- Conducted Gross Misconduct Training for Retail District Managers and will implement throughout the agency in **2009**

- Developing Employee Relations Handbook for use by all supervisors and above. Scheduled release TBD

Data Time Period: [07/07] through [06/08]
Source: P.A.T.S. (Internal Tracking System)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: NOT RATED

Filings for DOP Director's Review
0 Job classification
0 Rule violation
0 Name removal from register
0 Rejection of job application
0 Remedial action
0 Total filings

Filings with Personnel Resources Board
0 Job classification
0 Other exceptions to Director Review
0 Layoff
0 Disability separation
0 Non-disciplinary separation
0 Total filings
Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

No Director's Review of Non-Disciplinary appeals occurred during reporting period.

Personnel Resources Board Outcomes

No Personnel Resources Board appeals occurred during reporting period.

Total outcomes = 0

Total outcomes = 0

Data Time Period: [07/07] through [06/08]
Source: Department of Personnel

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Liquor Control Board

Analysis: (Agency Priority: HIGH)

• Claims have continued to rise since 4Qtr06 however are consistent with claim history in 2002. Exp. Rating at all time high.

• Repetitive Motion injury continues to be #1 type of injury reported/claimed. This is consistent with Retail and Warehousing environments.

• Back injuries, shoulders and "striking" objects account for largest "causative" factors

• Business Enterprise (which includes Retail, DC, HQ and Purchasing) continues to lead with injuries/claims. BE accounts for 92% of all claims and approx. 90% of our employee population.

Action Plan:

• Provide greater access for DC personnel by increasing staff time at DC. Time to be shared with Leave Coordinator and Safety Officer. Commenced in **September 2008; HRC's to partner with Safety to ensure broader approach.**

•Identified need for Risk Manager and submitted Decision Package in **August 2008**

•Identify and launch safety and health training initiative by **January 09 in BE (Retail/DC)**

• Partner with BE to rollout training commencing in **January 09** (Proper Lifting/Back Injuries)

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

— claims rate
— compensable claims rate
----- projected claims rate
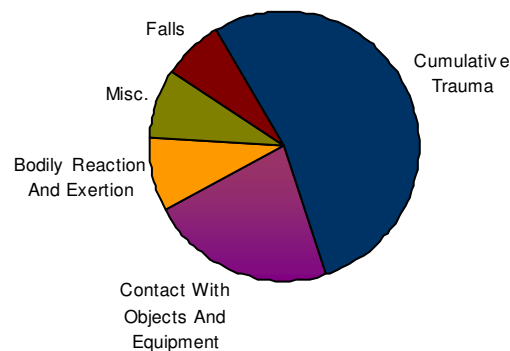----- projected compensable claims rate
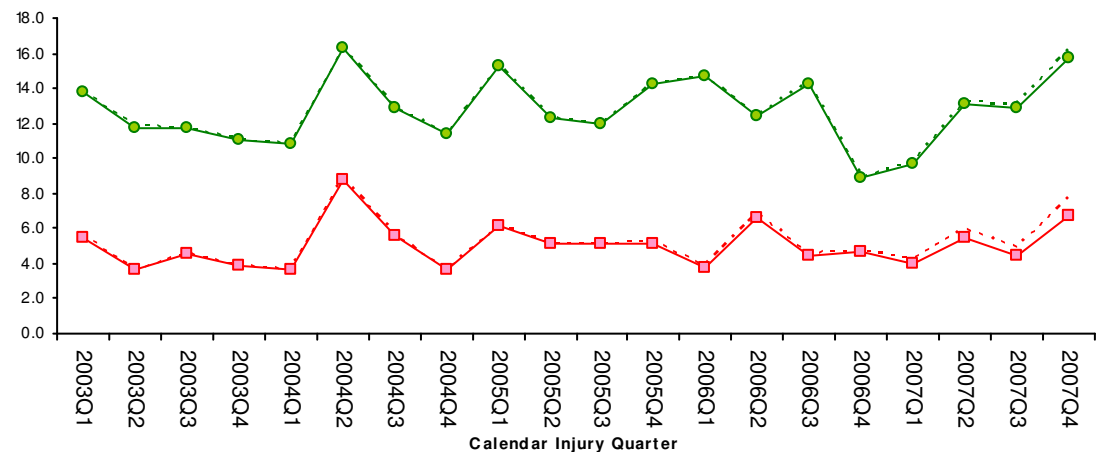
All rates as of 06-30-2008

Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	290
9	Other Events Or Exposures	28
0	Contact With Objects And Equipment	2

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

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Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: HIGH

> **Percent employees with current individual development plans = 88%**

*Based on **858** of **970** reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Divisions still require prompting as to timeframes and submissions

- Use of Administrative Assistant check and balance internal spreadsheet appears to move process forward coupled with re-verification by HR

Action Steps:

- Establish "Quality of Message" review process to include Division Directors by **December 2008.**

- Investigate and report to Management Team Automated PDP tracking process in **January 2009.**

- Consider adopting quarterly or semi-annual feedback cycle.

Employee Survey "Learning & Development" Ratings

Agency Priority: HIGH

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 4% | 8% | 18% | 32% | 37% | 1% |

3.9

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 3% | 6% | 15% | 30% | 46% | 1% |

4.1

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Learning & Development" ratings: **4.0**

Analysis:

- Agency's workforce is slightly older than state average and majority of positions occupied by employees not yet ready to leave state employment

- Agency increased overall rating over last survey cycle

Action Steps:

- Agency to launch Mentoring Pilot and study of existing informal process in **January 2009.**

- Agency to examine benefits of experiential Job Shadowing to compliment existing training by **January 2009.**

- HR to assist Divisions in creating Employee Training and Development plans tailored to the individual employee.

Data as of: 12/2007
Source: DOP 2007 Employee Survey

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Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Agency Priority: HIGH

Percent employees with current performance evaluations = 88%*

*Based on **858** of **970** reported employee count
Applies to employees in permanent positions, both WMS & GS

Due Past Due Completed
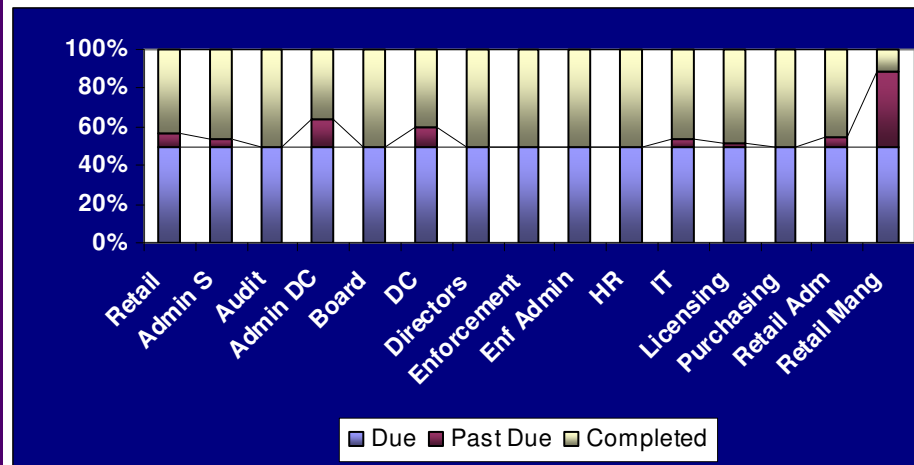
Analysis:

- Overall completion rate dropped 10% over FY07. Current projection for FY08 shows similar completion rate to prior years as were tracking to 90%.

- Retail (a division of Business Enterprise) accounts for 84% of our workforce and the largest "past due" record.

- Distribution Center (DC, a division of Business Enterprise) and Administration has the second largest "past due" record.

Action Steps:

- Continue to monitor PDP completion rate through internal tracking process in use with AA's.
- Alert Divisions when Past Due status occurs. Request Division Action Plan with support of Agency Admin. Director.
- Continue to research software to automate PDP process. Currently benchmarking with CTED and other agencies.
- Provide ongoing training in the development, use and requirements of PDPs
- Consider adopting quarterly or semi-annual feedback cycle.

Performance Measures

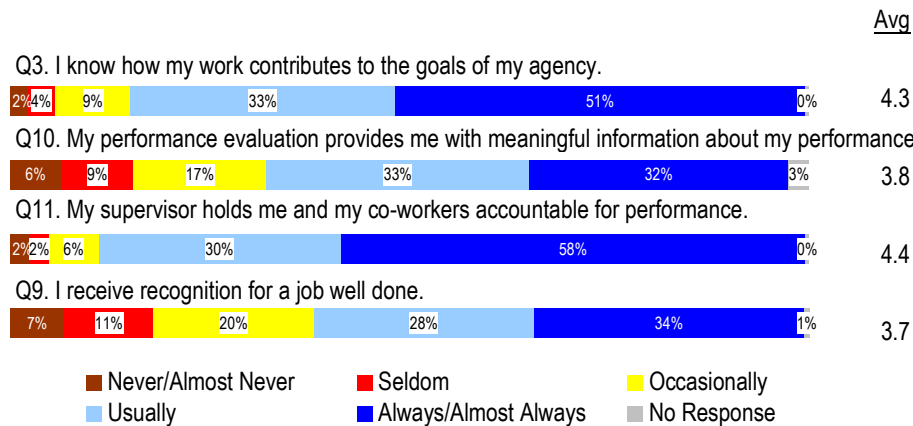**Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Data as of: 06/2008
Source: LCB Internal GMAP

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: HIGH

<u>Avg</u>

Q3. I know how my work contributes to the goals of my agency.

| 2% | 4% | 9% | 33% | 51% | 0% | 4.3 |

Q10. My performance evaluation provides me with meaningful information about my performance

| 6% | 9% | 17% | 33% | 32% | 3% | 3.8 |

Q11. My supervisor holds me and my co-workers accountable for performance.

| 2% | 2% | 6% | 30% | 58% | 0% | 4.4 |

Q9. I receive recognition for a job well done.

| 7% | 11% | 20% | 28% | 34% | 1% | 3.7 |

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

| Overall average score for "Performance & Accountability" ratings: | 4.0 |

Analysis:

- Agency increased overall ratings over prior reporting period.

- Agency showed significant improvement in all areas and ranked along side DOP for most overall improvement in Employee Survey results.

- Efforts of Agency Adm. Director's Culture Change initiative evident in enhanced scores of "Contribution to Agency"

- Although results of PDPs and Expectations are not evident here, the more constant, daily interaction is evident in improved "evaluation" comments/scores.

- Lack of formal employee recognition program evidenced in Q9

Action Steps:

- Continue Culture dialog and integration within Agency.

- Implement recommendations of newly formed Employee Recognition Committee upon presentation to MTM; Measure to ensure success and report during **April MR** cycle.

- Continue to monitor PDPs through internal tracking; identify better tracking methods with reporting options to ensure "daily dialog" and completion rates

Data as of: 12/2007
Source: DOP 2007 Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
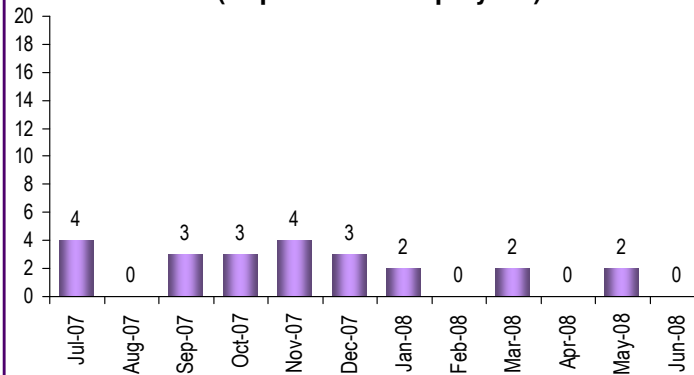
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: HIGH

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	7
Demotions	1
Suspensions	14
Reduction in Pay*	3
Total Disciplinary Actions*	**25**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Alcohol/Drug Related Incidents
- Attendance/Tardiness
- Harassment/Discrimination
- Misconduct/Inappropriate Behavior
- Performance Issues/Non-Performance of Duties
- Probationary Separations
- Sale to Minor/Inappropriate Sales
- Sleeping at Work
- Theft
- Disability Separation/Medical
- Unspecified

Analysis:

- The number of disciplinary actions increased by 6 over the previous 6-month reporting period.
- Greatest increases between *7/1/07 and 6/30/08* came from misconduct/inappropriate behavior and theft cases.
- Experienced a small increase in attendance issues, harassment/discrimination complaints, non-performance, and sales to minors.
- Experienced a small decline in alcohol/drug related actions, probationary separations, and sleeping at work.
- Better tracking resulted in a decrease from 9 to 2 in the number of "unspecified" disciplinary matters

Action Steps:

- Division experienced turnover in Human Resource Consultant positions in early 2008 but is now fully staffed with HRCs to provide guidance and professional HR advice to managers/supervisors and employees, and more timely response to personnel issues.
- Rotational work assignments were given in Labor Relations Unit to allow HRCs to build skills and familiarity in multiple areas, and to better serve customers.
- Due to short staffing situation in **4Qtr07** and **1Qtr08**, utilized HR Consultants especially in Eastern regions
- Reassigned HRC to DC and increased support services/access to DC and DC based personnel

Data Time Period: [07/07] through [06/08]
Source: P.A.T.S. (Internal Tracking System)

Reinforce Performance

Disciplinary Grievances and Appeals

Agency Priority: HIGH

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Bar chart values by month:
Jul-07: 4, Aug-07: 0, Sep-07: 3, Oct-07: 3, Nov-07: 4, Dec-07: 3, Jan-08: 2, Feb-08: 0, Mar-08: 2, Apr-08: 0, May-08: 2, Jun-08: 0

Total # Disciplinary Grievances Filed: 23

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Settled/Resolved **5**   UFCW (3)   WPEA (2)
- Withdrawn **13**   UFCW (6)   WPEA (7)
- Missed Timeline **0**   UFCW (0)   WPEA (0)
- Still Open **5**   UFCW (2)   WPEA (3)

Disposition (Outcomes) of Disciplinary Appeals*

No Disciplinary Appeals filed during reporting period.

*Outcomes issued by Personnel Resources Board

Data Time Period: [07/07] through [06/08]
Source: P.A.T.S (Internal Tracking System)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

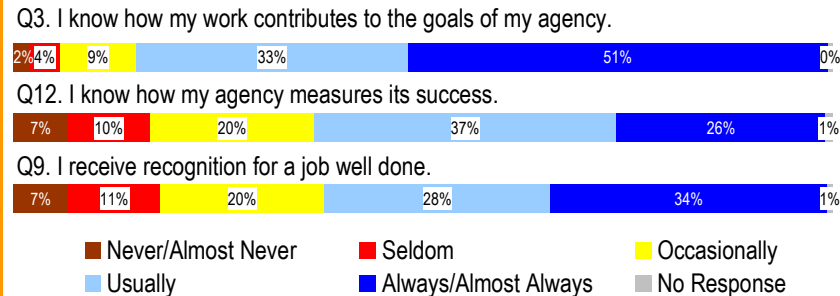**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: HIGH

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 4% | 9% | 33% | 51% | 0% |

4.3

Q12. I know how my agency measures its success.

| 7% | 10% | 20% | 37% | 26% | 1% |

3.7

Q9. I receive recognition for a job well done.

| 7% | 11% | 20% | 28% | 34% | 1% |

3.7

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Employee Commitment" ratings: 3.9

Analysis:

- Agency increased overall ratings over prior reporting period.

- Agency showed significant improvement in all areas and ranked along side DOP for most overall improvement in Employee Survey results.

- Agency Adm. Director and MTM implemented Agency Culture program including conducting meetings Agency wide.

- MTM and Managers are actively encouraged to engage on a regular basis with their teams and actively seek input. This has been evident by employee input; productivity board increases, etc.

- Lack of formal employee recognition program evidenced in Q9 scores

Action Steps:

- MTM directed to include other MTM members in their staff meetings and retreats as a means of furthering education about LCB and M/V/V.

- Continue to monitor PDPs for inclusion and completion thereby ensure daily dialog and feedback.

- Implement recommendations of Employee Recognition Committee post presentation to MTM; Measure and report on successes.

- Create "best practice" library of Employee Recognition approaches and methods for use throughout Agency post measurement cycle.

Data as of: 12/2007
Source: DOP 2007 Employee Survey

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions
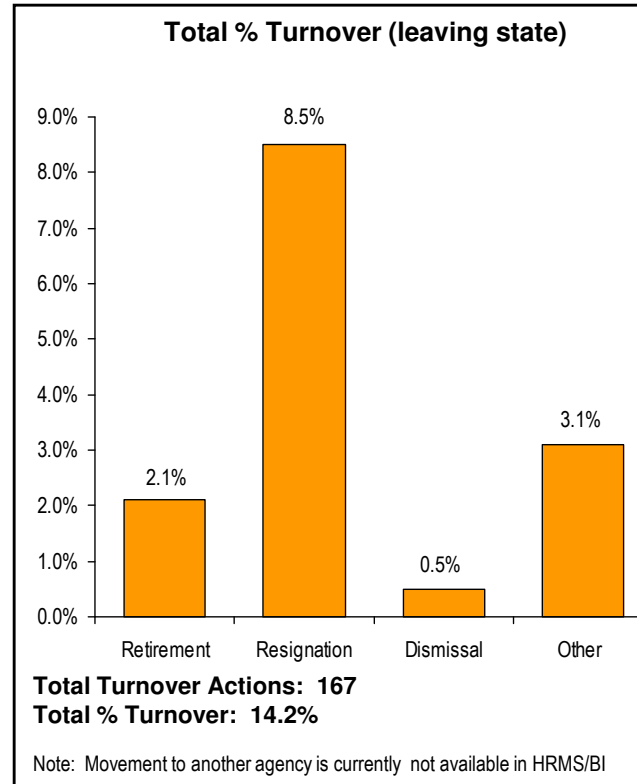
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: HIGH

Total % Turnover (leaving state)

- Retirement: 2.1%
- Resignation: 8.5%
- Dismissal: 0.5%
- Other: 3.1%

Total Turnover Actions: 167
Total % Turnover: 14.2%

Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- T/O doubled over FY07 with Vol Seps accounting for 57% of Seps under review.

- Resignations continue to lead T/O accounting for 8.5%, an increase of .5% over FY07

- "Other" actions account for 3.1% of TO actions which is down by .9% over FY07

- Retirements are down by .1% over FY07

- **Action Steps:**

- Integrate Exit Interview process throughout Agency and report quarterly to MTM effective **1/1/09.**

- Develop Action Plans based on information from E/I to address findings.

- Launch Quality of Hire assessment by **1/1/09** and develop metrics post release.

Total Employee Turnover by Division (leaving state)

Legend: Retirement, Resignation, Dismissal, Other
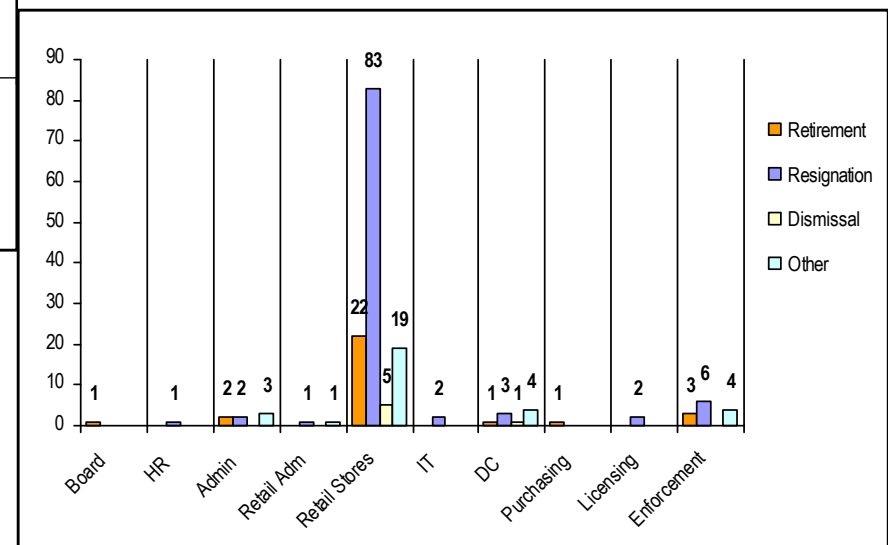
Data Time Period: 07/07 through 06/08
Source: BI

Workforce Diversity Profile

ULTIMATE OUTCOMES

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Performance Measures
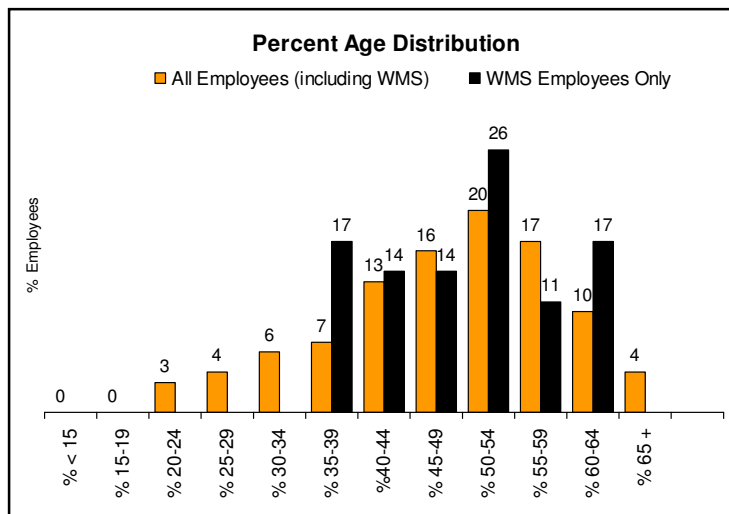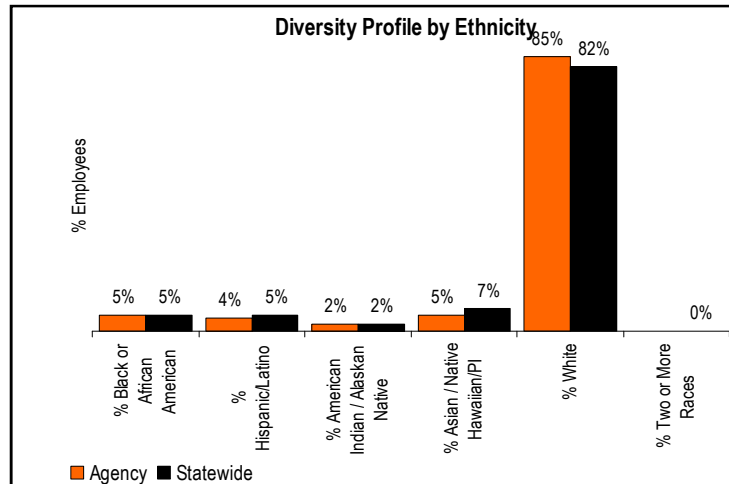
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: HIGH

	Agency	**State**
Female	55%	53%
Persons w/Disabilities	2%	4%
Vietnam Era Veterans	4%	6%
Veterans w/Disabilities	3%	2%
People of color	16%	18%
Persons over 40	79%	75%

Diversity Profile by Ethnicity

	% Black or African American	% Hispanic/Latino	% American Indian / Alaskan Native	% Asian / Native Hawaiian/PI	% White	% Two or More Races
Agency	5%	4%	2%	5%	85%	0%
Statewide	5%	5%	2%	7%	82%	

Percent Age Distribution

Data as of 06/08
Source: BI

Analysis:

- Female representation increased insignificantly from 54% to 55% over FY07; Agency and State decreased 1% over FY07; Agency maintained VEV representation where State decreased and Agency lost 1% of Disabled Vets.

- People of Color (Minorities) decreased by 1% over FY07. Largest increase is seen in Non-POC's by 2% over FY07.

- Age bands reflect aging employee populations with appropriates shifts in bands. Agency's average employee age is 43; Persons over 40 dropped slightly from 81% to 79% (-2%) and the State maintained.

Action Steps:

- Upon approval by MTM, launch Diversity Initiative by **1/1/09** to include Recruiting/Retention model.

- Continue to monitor and report EEO stats and develop in conjunction with GAAPCOM and DOP's Ofc. Of Diversity recruiting and retention models/plans. Pending direction.

- Continue association with WSDEN and GAAPCOM

- Support State-side Veterans' Hiring Program (pending direction from DOP and Ofc.of Vets Affairs).

- Implement Diversity Training to ensure proper attention is given to this area of Recruitment and Retention.

ULTIMATE OUTCOMES

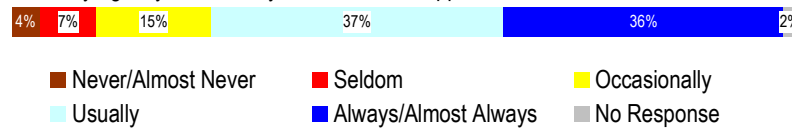**Employees are committed to the work they do and the goals of the organization**

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: HIGH

Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.

| 4% | 7% | 15% | 37% | 36% | 2% |

Avg

4.0

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

| Average rating for "Agency support for a diverse workforce": | 4.0 |

Analysis:

- Emphasis by Agency has been historically on Affirmative Action and EEO efforts (stressing legal aspects) and has moved to "diversity" model

- Agency recruiting through DOP and WSDEN has targeted minority, female and other communities

- HR has partnered with WSDEN and other community resources to improve outreach and hiring demographics

- HR has moved to a "branded" approach utilizing a diverse representation of employees

- Employment Mgr. co-chairs WSDEN

Action Steps:

- Present Diversity Initiative to Agency's Adm. Director by **11/2008** and to MTM by **12/08**

- Upon approval, launch Diversity Initiative by **1/1/09**

- Move forward with diverse recruitment campaign as part of Diversity Initiative

- Continue to support State's efforts, Veterans, WSDEN, GAAPCOM and other initiatives

- Create "diversity" committee post initiative approval from MTM with key metrics.

Data as of 12/2007
Source: DOP Employee Survey